



## Howard County Police Department

### Department-Wide Goals & Objectives Fiscal Year 2023

- **Enhance agency responsiveness** by making full use of the recently approved patrol strength increase and reducing response times to priority one calls for service. Prioritize active assailant and mass casualty preparedness through interagency unified response exercises with our partners, as well as additional and enhanced lifesaving equipment. Adjust existing resources to focus on high-priority needs. Evaluate traffic safety personnel and equipment in order to create dedicated traffic safety units assigned to handle both investigative and enforcement workloads. Continually assess Criminal Investigative Bureau organizational structure, adjusting resources to critical needs and responding to short-and long-term crime patterns, trends, and spikes.
- **Fully implement all provisions of newly passed police reform legislation.** Incorporate all related policy adjustments and modify protocols and training where laws and best practices indicate. Maintain high-quality, up to date continuing education and recurrent training.
- **Fully integrate BWC program into the department's daily operations.** Purchase and distribute equipment, provide high-quality training for all staff. Conduct continuous quality control reviews of BWC videos in furtherance of performance and training improvements. Retain and train sufficient personnel to handle the BWC administrative load. Institute continuous process reevaluation and improvement. Practice transparency, advising the public of any policy or equipment changes. Provide efficient handling of video retrieval requests, the redaction process, and evidentiary chain of custody compliance.
- **Strengthen community engagement and agency responsiveness** by expanding communication with community stakeholders and fostering collaboration between officers and residents. Encourage greater community interaction with officers, as well as foot patrols when conditions permit.

- **Competitively recruit, train, and retain** the highest-caliber candidates possible. Explore hiring incentives for sworn officers and 911 dispatchers. Continue our focus on diversity and aptitude to ensure that officers reflect the communities they serve. Expand the department's recruiting footprint, inviting both recruit and lateral officers to relocate to our community. Enhance the efficiency of out-of-state recruitment processes by streamlining the multi-step hiring process. Institute a workgroup tasked with exploring leadership development and internal mentoring initiatives to encourage retention and growth among current officers.
- **Enhance use of available and new technologies**, including drone-equipped units cloud storage, and network advancements. Expand, improve, and replace technology as needed, monitoring and matching national best practices. Achieve full implementation of new RMS and CAD systems, with the addition of field reporting to improve officer efficiency. Centralize crime analysis and increase use of predictive policing technologies and analytic technologies. Provide detectives with specialty software, databases, training and tools necessary for technical investigations.
- **Emphasize officer morale and mental health**, with recognition that officer wellness is closely related to job performance and attrition. Prioritize mental health for both officers and citizens. Evaluate service and response to emergency petitions and protective/ex parte orders. Continue and expand the use of specialized/dedicated personnel and training for mental health crises. Ensure that resources for officer wellness and PTSD are available.
- **Conduct a comprehensive review of HCPD's fleet assets** with a view toward fuel savings, decreased carbon emissions, and less downtime/maintenance costs. Explore alternative methods for vehicle improvements and cost savings. Establish vehicle workgroup and research expanded use of unmarked leased vehicles, fully electric vehicles for administrative tasks, and increased use of hybrids.